

Business Division Strategy | Message from the Division General Manager



Functional Materials Business

Satoshi Kataoka

Executive Operating Officer
Functional Materials
Division General Manager

During the 2025 Mid-term Management Plan period, we integrated the Oleo & Specialty Functional Chemicals & Polymers Division and the Chemicals Division. Through the synergy of these two divisions, we have been able to build a sales structure that proposes solutions using a wide range of materials and technologies for our three prioritized business fields. For new and growing fields such as cosmetic materials, eco-friendly products, and high-function electronic materials, we aim for further expansion and will allocate resources intensively under the 2028 Mid-term Management Plan. We will also work on developing overseas growth markets such as India and other Asian countries.



Metal Coatings Business

Kuniaki Tsuruoka

Operating Officer
Metal Coatings Group
General Manager

Under the 2025 Mid-term Management Plan, we advanced the development of low-temperature bake-type products using waterborne anti-corrosion coatings and achieved a certain level of results in reducing electricity and fuel consumption in customers' manufacturing processes. As the trend toward decarbonization accelerates, a future challenge is to accurately capture required performance and adoption conditions, particularly in the renewable energy market, and enhance our proposal capabilities. We are also strengthening global sales activities, including in India, which is leading to diversification of our supply chain.



Life Science Business

Yuji Yamamoto

Operating Officer
Life Science Division
General Manager

Under the 2025 Mid-term Management Plan, while sales decreased for COVID-19 vaccine applications, we proceeded with preparations for future demand increases through the integration of divisions and the construction of the new LS Aichi Plant. From the latter half of the 2028 Mid-term Management Plan onward, sales of activated PEG are expected to increase due to a recovery in demand for certain customers' pharmaceutical products and demand for new clinical and commercial applications. Over the medium to long term, we will aim for an average annual growth rate of around 10%, comparable to the protein and peptide drug market. In regenerative medicine materials, we are also engaged in collaborative research with external organizations.



Functional Foods Business

Manabu Saito

Director and Executive Operating Officer
Functional Foods Division
General Manager

Under the 2025 Mid-term Management Plan, we advanced price revisions in the functional food materials field, and achieved steady results in business expansion for health-related products through proposals leveraging new processing technologies. Under the 2028 Mid-term Management Plan, a challenge will be to further strengthen competitiveness in the functional food materials field. We will shift resources from oils and fats as simple raw ingredients to functional products, and expand our business domain from breads and pastries to processed foods. For health-related products, we will advance technology development and market cultivation while adapting to changes in the external environment.



Explosives & Propulsion Business

Kazuhito Narumi

Executive Operating Officer
Explosives & Propulsion
Division General Manager

Under the 2025 Mid-term Management Plan, the defense sector drove increases in revenue and profit. In particular, all budget targets were achieved in FY2025, including by affiliated companies. On the other hand, major progress was not achieved in the industrial explosives field due to sluggish domestic construction projects, and in the space field due to a failed launch of a key rocket. Under the 2028 Mid-term Management Plan, we will aim for the early market launch of the wireless electronic detonator Windet®II, which is being developed in the industrial explosives field, while moving forward with measures to resume launches of key rockets as soon as possible in the space field.